

20 April 1962

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Manpower.

1. Since our conference of 18 April on the subject of "manpower", Gates Lloyd, Larry Houston, Gordon Stewart, and I have considered the matter further and the following is a product of our combined thinking:

a. There are three general areas which should be examined in trying to find ways to reduce our personnel strength, and particularly our "departmental" strength:

1. Efficiency, including overlapping, unnecessary duplication, etc.

2. Organization - Would organizational changes permit us to do our job with fewer people.

3. Functions - Are we performing functions which should either be eliminated, curtailed, or otherwise modified.

b. These three areas are all closely related and preferably should be considered by a single task force.

c. The task force should be made up of very senior personnel who will, without question, look objectively at the total Agency problem and whose combined talents can cope with the three problem areas.

d. It would be slower, wasteful of time, and not as productive to consider these three areas consecutively and/or through the use of separate task forces.

e. It will not be productive to have each Deputy Director carry on this exercise for his own component.

2. I am attaching hereto (Tab A) a suggested modification of the paper submitted by General Cabell at the 18 April meeting (Tab B).

DD/S:LKW:laq

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L. K. White
Deputy Director
(Support)

2 Att:

Att 1 - Tab A

Att 2 - Tab B

The problem of what to do with personnel whose positions are declared excess is a separate one and need not be considered by this task force.

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A

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DCI MANPOWER TASK FORCE

1. The DCI Manpower Task Force is hereby established. Its membership will consist of _____ as Chairman and three full-time senior officers; one each to be nominated by the Deputy Director (Plans), Deputy Director (Intelligence), and Deputy Director (Support) and approved by the Director. The Chief of the Management Staff will serve as Advisor to the Task Force and give priority attention to any detailed studies the Task Force may need for its deliberations.
2. To the end of effecting a net saving in personnel, and particularly departmental personnel, the Task Force is directed to make a searching inquiry into the functions being performed by this Agency, the propriety thereof, and the efficiency with which manpower is used.
3. The Task Force will identify any overlapping and unnecessary duplication within a unit and as between other units and relate this to specific positions that can be declared surplus. To this end the Task Force is vested with the authority of the Director and Deputy Director concerned to specify those positions in any component of the Agency that are surplus. Its decision with respect to specific positions to be eliminated, as a general rule, will be implemented by the Deputy Director concerned. Appeals may be made to the Director of Central Intelligence through channels.
4. If the Task Force finds that a specific function should be eliminated, curtailed, or otherwise substantially modified, or that major organizational changes should be effected, appropriate recommendations will be submitted to the Director for approval along with the comments of the Deputy Director(s) concerned.

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B

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DCI MANPOWER TASK FORCE

1. The DCI Manpower Task Force is hereby established. Its members will consist of a senior officer each from the DD/S, the DD/P, and the DD/I, and the Chief of the Management Staff. The senior officers will be nominated by the appropriate Deputy Director and will be appointed by the Director. One of the three appointed officers will be designated as Chairman of the Task Force.

2. The purpose of establishing the Task Force is to provide a temporary mechanism which can make an on-the-site appraisal of the efficiency with which manpower is used in all components of the Agency toward the end of effecting net savings in personnel.

3. It will be the Task Force function to identify any overlapping and unnecessary duplication within the unit and as between other units, and relate this to specific positions that can be declared surplus. To this end the Task Force is vested with the authority of the Director and the Deputy Director concerned to specify those positions in any components of the Agency that are surplus. Its decisions with respect to specific positions to be eliminated, as a general rule, will be acted upon by the Deputy Director concerned. Appeals may be made to the DCI through channels.

4. The Task Force will devote its full time to this review on two specified days per week. It will not redelegate its review responsibility. It will focus its attention at every operating level. The Task Force will provide the Director with a quarterly progress report and should seek advice and counsel of the Deputy Directors and the Director as required.

5. This exercise is not a "Reduction-in-Force." Reductions in personnel ceilings necessitated by decisions of the Task Force will be effected immediately by the DD/S. Personnel changes resulting will be effected through attrition and reassignment.